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Work of the High-level Group for the Modernisation of Official Statistics

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Addendum

A new vision for modernisation work

Note by the High Level Group for the Modernisation of Official Statistics

Summary

The document provides a new vision of the High Level Group for the Modernisation of Official Statistics (HLG-MOS), agreed at its meeting in March 2018. The previous vision dates from 2011 and was focused on standardising the production processes of official statistics to be more efficient.

Statistical organizations need to keep finding opportunities to maintain their relevance. Losing relevance is a big risk, as is losing the trust of stakeholders that the organisation will respond to demands. To respond to the needs of statistical organizations in a timely and effective manner, HLG-MOS must ensure that it remains adaptive to the changing environment and shifting landscape of challenges and opportunities for official statistics.

The Conference on European Statisticians is invited to endorse the new vision of the HLG-MOS.

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I. Background

1. The High-level Group for the Modernisation of Official Statistics (HLG-MOS) produced a strategic vision[1], which was adopted by the CES in June 2011, and a strategy to implement that vision[2], which was adopted by the CES in June 2012. There were minor updates to these papers in 2014 to reflect governance changes.

2. These strategic documents emphasized the need for statistical organizations to standardise their production processes in order to be more efficient. The narrative that accompanied the strategy described how statistical organizations should use standardised and industrialised processes for the production of statistics.

3. Under the auspices of HLG-MOS, the statistical community has come a long way to realising this goal. Statistical organizations have converged around a core set of common standards, and a decrease in unnecessary diversity and duplication within the official statistics community can be seen.

4. The four ModernStats models, namely the Generic Statistical Business Process Model (GSBPM), Generic Statistical Information Model (GSIM), Generic Activity Model for Statistical Organizations (GAMSO) and the Common Statistical Production Architecture (CSPA), are assets that will require ongoing support and maintenance. They should continue to evolve and countries should be supported in implementing them.

5. It is time to revitalise the HLG-MOS vision taking into account how the environment has changed since 2011.

II. The changing environment

6. The world is changing fast and statistical organizations need to react, keep pace with changes, be strong in decision-making, innovate, and meet the changing needs of customers.

7. There is more data available than ever before and data is becoming more and more essential to the decisions that affect lives. In an environment where data has an increasing value, there are opportunities for statistical organizations to act as the data stewards for the broader government. Statistical organizations are changing from factories that produce statistics to organizations that provide data services to the government and public.

8. With the increase in competition and challenges for statistical organizations – it is important to be more open and transparent than ever before. The volatility of the environment in which statistical organizations operate means they have to grow their resilience. This will not only ensure continued survival but will also increase relevance and ensure they can thrive in the face of these challenges.

III. HLG-MOS vision

9. To respond to the needs of statistical organizations in a timely and effective manner, HLG-MOS must ensure that it remains adaptive to the changing environment and shifting landscape of challenges and opportunities. It is recognised that there has been a shift in focus for statistical organisations. Although process is still important, we now also need to focus on innovation in communication, products and the services statistical organizations

[1] https://statswiki.unece.org/display/hlgbas/Strategic+vision+of+the+HLG-MOS

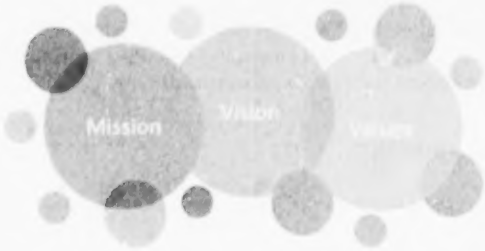
[2] https://statswiki.unece.org/display/hlgbas/HLG-MOS+Strategy

offer. Modernization programs today are beyond just tools and technology. Some of the greater challenges relate to leadership and management.

10. Statistical organizations need to keep finding opportunities to maintain their relevance. Losing relevance is a big risk, as is losing the trust of stakeholders that the organization will respond to demands.

11. The new HLG-MOS vision is presented in Figure 1 and described in the following paragraphs.

Figure 1
New HLG-MOS Vision



The HLG-MOS is a group of committed Chief Statisticians actively steering the modernisation of statistical organisations. Their mission is to work collaboratively to identify trends, threats, and opportunities in modernising statistical organisations. It provides a common platform for experts to develop solutions in a flexible and agile way. It is a voluntary collaboration of willing and able.

Outputs from HLG-MOS work will enable statistical organisations to:

Actively engage – Statistical organisations collaborate with key stakeholders such as government, researchers and the community to ensure statistical organisations have maximal impact in helping society to be more data driven.

Be a trusted data authority – Statistical organisations use their inherent strengths and expertise (for example, in privacy issues and data production) to advise and engage in discussions on the country's data ecosystem.

Adopt a service oriented approach – Statistical organisations respond to the demand for services from government, researchers and the community while remaining within the constraints of their mandate, priorities and resourcing.

Have an agile adaptive culture – Statistical organisations have a culture that anticipates and responds to a changing environment, as well as promotes collaboration across the organisation to deliver more quickly useful products and services.

- Developing innovative solutions
- Demonstrating leadership and collaboration
- Discussing challenges and opportunities openly
- Ensuring that priorities are community driven
- Supporting a flexible, result oriented and agile approach

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A. Active engagement

12. Statistical organizations have integrity and should be free of political interference. This independence should not be a barrier to engaging with external partners. Engaging with key stakeholders is crucial to the future of statistical organizations.

13. Working with government and the community is getting more complex and key stakeholders appreciate having a more open connection to the statistical organization. Stakeholders will advocate for the statistical organization and provide information on what they value. There are opportunities across statistical organizations to engage and connect with stakeholders together (for example, connecting to other industries and technology partners).

14. Statistical organizations need to collaborate with key stakeholders such as government, researchers and the community to ensure statistical organizations have maximal impact in helping society to be more data driven.

B. A trusted data authority

15. Statistical organizations do not have a monopoly on data creation any more. In an environment where data has an increasing value, there are opportunities for statistical organisations. Statistical organizations are being asked to play the role of data authority/steward, and to be involved in discussions about their country's data ecosystem.

16. Organizations should be proactive, not passive, in responding to opportunities. They have strengths that others in government do not, and should not be shy in promoting these.

17. Statistical organizations should use their inherent strengths and expertise (for example, in privacy issues and data production) to advise and engage in discussions on the country's data ecosystem.

C. A service oriented approach

18. The world is moving more and more towards a service based society where the focus is shifting away from providing products to producing services and experiences. Statistical organizations are no longer only data service providers. Many stakeholders are approaching statistical organizations for help to be data driven. There is a huge demand for services from statistical organizations.

19. The community wants a better customer service with more value added, but in many cases are not willing to pay for it. Statistical organizations need to respond to the demand for services from government, researchers and the community while remaining within the constraints of their mandate, priorities and resourcing.

D. An agile adaptive culture

20. With statistical organizations being challenged to deliver new services in increasingly short timeframes, there is the opportunity to change the culture in the statistical organisati[illegible]. There should be strong emphasis on breaking down internal barriers and promoting collaboration across the organization.

21. Statistical organizations are seriously looking at how to attract talent (not just statisticians) to meet the new challenges. New skills are needed and statistical organizations

may need to bring in external people and services to meet the needs. Among our most important assets are our human resources. The challenge is to unlock this potential.

22. Statistical organizations should aim to have a culture that anticipates and responds to a changing environment, as well as promotes collaboration across the organization to deliver more quickly useful products and services.